WORK EXPERIENCE

2019 — present   **INTERNATIONAL TELECOMMUNICATION UNION (ITU),** Geneva, Switzerland
Director, Telecommunication Development Bureau

As BDT Director, implemented a refocused, impact-driven Bureau, upskilled our staff, refined our structure, addressed challenges countries face in bridging the digital divide, and ensured our technical assistance, tools and expertise were adapted to tackle these challenges. Highlights include:

- **Implemented people-centered leadership** approach, embracing consultative and participatory processes.
- **Increased accountability** by leading the internal controls group to tackle weakness in governance, ethics and fraud detection. Improved expert ecruitment and compliance, financial and procurement procedures, and strengthened overall internal controls and procedures. Revamped our projects process with the establishment of a Projects Board to ensure proper review and consultation at the conceptualization stage, improvement of reporting and monitoring tools, and proper review and compliance at the project closure stage.
- Introduced a full **Results-Based Management** process that included training and clearly reflected outputs and KPIs, which ensured alignment between the program, regional initiatives and other projects. Created management dashboards to provide real-time tracking.
- Initiated a comprehensive review, working with outside consultancy, to strengthen, empower, and increase relevance of ITU **regional and area offices** including a closer alignment with UN country teams.
- **Upskilled** BDT competences and championed project management training for all BDT project managers, resulting in 80 staff certified in Project Management for Development; led the creation of a change champion network with 40+ staff certified in the UN change management program; built an ongoing process to increase competence in results-based management, resource mobilization and communications for development.
- Achieved more than 50 new **partnerships** in 2019-2020 period with the private sector, development banks and donor agencies, resulting in yearly commitments of almost USD 15 million.
- Brokered major **joint initiatives** with UN and other partners, including ITU/UNICEF school connectivity program (GIGA); and Digital Transformation Centers (DTCs) initiative with donor agencies and private sector.
- Directed **Broadband Commission for Sustainable Development**, working with 50+ thought leaders around the globe to advocate for universal and affordable broadband for all. The Commission's annual flagship State of Broadband Report, and the outcomes of its various working groups addressing financing, education, health, gender, among others are an evidence-based leading reference source for the UN, and member nations.
- Collaborated closely with **UN digital cooperation** process. Co-led digital cooperation roadmap groups on connectivity and digital capacity building. Co-led 'ITU and UN Digital Cooperation During COVID' high level webinar series. Co-led **Technology and Innovation** Coalition of **UN Generation Equality** process.
- Launched the **International Center of Digital Innovation (I-CODI)** to support development and use of innovation within ITU and as a service for member states.
- Championed **COVID response** actions consisting of events, policy measures and guidelines, and strategic partnerships to address connectivity challenges including –

  - created the Global Network Resiliency Platform (REG4COVID) to compile measures taken to help communities remain connected;
  - launched Connect2Recover with donor countries to reinforce reliable connectivity;
  - launched CYB4COVID a platform of resources to enhance cybersecurity measures;
  - updated child online protection guidelines;

  - modified emergency telecommunications guidelines to address epidemic preparedness,
  - supported Broadband Commission development of the Agenda for Action;
  - co-led with World Bank, WEF and GSMA the digital development joint action plan.
  - convened the economic experts roundtable to address the economic aspects of COVID.

- Delivered new **tools to support member states**, Last Mile Connectivity Solutions Guide, the Smart Village Blueprint (a proof of concept rolled out in Niger), and Emergency Telecommunication Guidelines.
- Strengthened our **regulatory and policy engagements**, with the ITU/World Bank Digital Regulation Toolkit and Platform and **data collection and analysis**, by launching of Measuring Digital Development series.
- Enhanced **capacity development** offerings for Members with launch of new ITU online Academy platform; brokered training partnerships with member countries and other training institutes. Recent highlights include virtual cyber drills, emergency telecoms training, and related table-top simulations.
- Conceived an ITU-wide **Youth Strategy** for and by youth. Created an intersectoral youth task force. Launched Generation Connect Board and conceptualized Global Youth Summit to take place prior to World Telecommunication Development Conference (held every four years).
- Led **Equals** Partnership Secretariat with 100+ partners tackling the digital **gender** access, skills and leadership divide. Organized Equals in Tech annual award. And project lead for Tech as driver of women's economic opportunities in LDCs.

2008 — 2018   **Chief, Strategic Planning and Membership**

Headed ITU General Secretariat Strategic Planning and Membership Department for Secretary-General, directing a team of six division managers and 80 staff and spearheading important changes including:

- Overhauled **Member relations** to pursue a 'customer-oriented' approach, focused on understanding and responding to Member needs and interests and streamlined membership system.
- Launched major **engagement across the UN system**, bringing ITU's expertise into all UN ICT-related activities (including myriad dimensions of sustainable development).
- Transformed ITU's **public profile and communications**, consolidating its brand, now conveying an image across the internet, social and traditional media of an institution that is relevant, expert and professional.
- Improved ITU's **efficiency, transparency and governance** through various improved procedures.
- Served as: **Secretary to the Plenipotentiary Conference; Secretary to the ITU Council** (which governs the ITU between Plenipotentiary Conferences); Principal advisor to ITU Secretary-General, Chair of the Gender Task Force, Member and Secretary of the Management Coordination Group; Secretary of the Coordination Committee; Member of the General Secretariat Management Committee, the Intersectoral Task Force, and the WSIS/SDG Task Force.
- Created **Equals Global Partnership** (https://www.equalsintech.org) a multi-stakeholder evidence-based network bringing women to tech and tech to women. Created the **Equals Tech Awards, an annual award to recognize** outstanding achievements and innovative strategies that harness ICTs for women's empowerment.
- **Directed and managed ITU global conferences**, overseeing preparations (e.g., chairing the Plenipotentiary Preparatory Group), managed all inputs to and outputs from the conferences, and oversaw implementation of resolutions and decisions (including all Plenipotentiary Conferences, World Telecom Policy Forums, World Conference on International Telecommunications, and ITU Council).
- Established **ITU office to the UN in New York** and oversaw coordination of **UN affairs**, putting ITU at the center of digital aspects of sustainable development. Served as **ITU Representative to the UN High-Level Committee on Programmes**, which reports to the UN Chief Executives Board for Coordination of all UN agencies.
- Launched and served as Coordinator of the **Broadband Commission for Sustainable Development** (www.broadbandcommission.org), under the leadership of the Secretary General.
- Directed the first **ITU global youth summit**, #BYND2015 (www.itu.int/en/bynd2015) with 700 participants and 3000 remote participants. **Created ICT Discovery Museum**.
- **Developed ITU's strategic and operational plans** in the context of ICT trends and the global information economy.
- **Represented ITU in engagement with other bodies** (e.g., G20 Digital Economy Task Force; Internet Governance Forum, WEF Internet for All Steering Committee Member, and Senior Deputy for WEF Digital Economy and Society Initiative) as keynote speaker, panelist, and ITU spokesperson.
- **Drove internal collaboration** on several issues including the annual WSIS Forum, gender equality, child online protection (COP), and cybersecurity.

2007 — 2008   **Head, Regulatory & Market Environment Division, ITU Telecommunication Development Bureau**

Managed programmes and advised the BDT Director and developing country governments on regulatory reform, economics, and finance. Initiatives included:

- Principal architect and director of the **Global Symposium for Regulators (GSR)** (http://www.itu.int/en/ITU-D/Conferences/GSR/Pages/GSR.aspx), the only global gathering of the world's ICT regulatory community.
- Created, launched and directed the **ICT Regulatory Survey**, the world's reference for regulatory and key market data (www.itu.int/net4/itu-d/icteye).
- **Advised senior management** on strategic and policy issues of concern to the Bureau and ITU as a whole.
- Managed development and implementation of a **consolidated ICT database**.

2003 — 2007   **Head, Regulatory Reform Unit, BDT**

- Directed the **Regulatory Reform Programme**, providing practical tools and resources for regulators; provided **training to regulators**; defined **annual objectives** and budget resource requirements; co-authored the annual **'Trends in Telecommunication Reform' report**. Oversaw the **ECOWAS/UEMOA Regulatory/Policy Harmonization project**.

1997 — 2003   **Regulatory Officer, BDT**

- Organized **regional and global workshops;** delivered presentations to outside events on complex regulatory issues; co-authored **'Effective Regulation Case Study: Brazil',** as well as annual **Trends** report.

1994 — 1997   **Policy Analyst, BDT**

- Managed the **Programme for Policy, Strategies, and Financing;** planned and implemented programme activities; contributor to **'Trade in Services'** study for Africa; revised the **'Americas Blue Book', the 'African Green Paper' and the 'Arab Book'.**

1993 — 1994   **Secondment, BDT**

- Developed **World Telecommunication Development Conference (WTDC)** programme, reviewed and coordinated inputs for the first WTDC held in 1994.

1989 — 1993   **US DEPARTMENT OF COMMERCE, National Telecommunications and Information Administration (NTIA)**, Washington, DC

Telecommunications Policy Specialist – Office of International Affairs

- Awarded **Department of Commerce medal** for developing a Separate Satellite Systems policy.
- Represented U.S. government on **telecom development** at the ITU and OAS' Inter-American Telecommunications Commission, and represented Department of Commerce on **satellite policy** at INTELSAT.
- Created the **first Latin American Telecommunication Summit (LATS).**

EDUCATION, AFFILIATIONS, LANGUAGES, PERSONAL

Post-Graduate Strategies for Leadership – IMD Business School Certification (2012)
United Nations Leaders Programme – Accountability and Ethics Certification (2011)

M.A. International Communications Policy (1991)
American University, School of International Service

Undergraduate B.A. University of Delaware (1988)

Affiliations
- Champion, World Economic Forum Edison Alliance (https://www.weforum.org/the-edison-alliance/partners)

- Member, World Economic Forum Global Future Council on Virtual Reality and Augmented Reality (https://fr.weforum.org/communities/gfc-on-virtual-reality-and-augmented-reality)

- Affiliate, Harvard University Berkman Center for Internet and Society (https://cyber.harvard.edu/people)

- Champion, Generation Unlimited (https://www.generationunlimited.org/who-we-are)

- International Advisory Board Member, Geneva-Tsinghua Initiative https://gt-initiative.org/people/advisory-board/

- Advisory Board Member, SDG Lab https://www.sdglab.ch/en/what-we-do/2020/5/21/launch-of-the-sdg-lab-advisory-group

- Member, Alumni Expert Council, Internet Governance Lab, American University https://internetgovernancelab.org/news/2020/10/2/internet-governance-lab-announces-inaugural-alumni-expert-council

- Member, Geneva Innovation Movement

- Amateur Radio operator. Member of the American Radio Relay League

- Former - Co-Chair of the UN Strategic Planning Network (2017-2018);
- Chair of Swiss Network for International Studies (SNIS) Academic Council (AC) (2015-2019);
- Member of the Board of Governors, UN Staff College (2018-2019)

Languages Fluent in English, Spanish and French

Family Married and mother of four